

SOME PRINCIPLES SUGGESTED BY THE DEPUTY DIRECTOR (SUPPORT)

I will reserve the DD/S position on the Inspector General's recommendations until I have had the benefit of your views in the discussion on 4 May. However, there are a few principles which, unless the results of the discussion suggest otherwise, I think we should adhere to. We must ask ourselves, I think, "What is it we want out of a career service?" The principles or philosophy I give here are a result of my answer to this question.

First, I feel that what we are basically talking about is good personnel administration and the importance of high morale among employees. High morale, in my opinion, is much more apt to come through good management where attention is given to the worth of the individual and his need for "belonging" in the organization than through a formal structure or system superimposed on an organization. Therefore, I would not buy the suggested occupational grouping - and I do not think it would work.

A second principle is that a career service, whatever its form, has to recognize command channels and find capability of growth within the command framework.

Third, as a matter of principle, I will not subscribe to anything that detracts from the prestige and proper authority of the Director of Personnel.

Last, I think we have to stop thinking about tangible rewards for masses of people and think about special benefits for special people under special circumstances. Rotations cannot be accomplished on a mass basis nor can any other "benefits" be assured with a blanket coverage. Through a system of competitive evaluation, a responsibility of managers to identify those employees who should have special attention, and a continuous awareness of the capability and growth of each individual we can give the kind of benefits which are meaningful.

